

BANDUNG CITY GOVERNMENT ENVIRONMENT AND SANITATION SERVICE CAPACITY IN WASTE MANAGEMENT

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Abstract

Waste management is an activity carried out in an effort to handle and reduce waste which includes collection, transportation, final disposal and processing which aims to improve public health and environmental quality. The research method used in this study is a descriptive method with a qualitative approach. Data collection techniques were carried out to answer research problems, namely interviews, observation, documentation, and literature studies. To check the validity of the data, triangulation techniques were carried out, namely source triangulation, technique/method triangulation and theoretical triangulation. Based on the findings in the field, the researchers concluded that the capacity of the Bandung City Environment and Sanitation Service in waste management in Bandung City had not been maximized.

Keywords : Bandung City Environment , Sanitation Service , waste management

1. INTRODUCTION

Efforts to manage cleanliness is one of the tasks owned by the government in the country, so that elements of the government have an important role in managing cleanliness in order to provide a good life for the community. In line with what was stated by Aristotle (cited in Huda, 2011) that the state is formed and maintained because the state aims to organize a good life for all its citizens.

One of the public problems in Indonesia, especially regarding cleanliness, is the waste problem. Indonesia has a population of 270.20 million (Central Statistics Agency, 21 July 2021). The population size affects the amount of waste generated every day, where the higher the population, the more waste will be produced.

The number of piles of waste recorded in 2020 is based on data from the Ministry of Environment and Forestry of the Republic of Indonesia, namely 34,584,584.16 (tonnes/year) from 296 districts/cities in Indonesia. When compared with data on piles of waste in Indonesia in 2019, 296 regencies/cities in Indonesia produce 33,681,980.19 tons of waste per year. (National Waste Management Information System).

One of the areas in Indonesia that has experienced accumulation of waste is the city of Bandung. This can be seen based on data from the 2020 TPA Waterfall Waste Volume Recapitulation, it was noted that there were several garbage trucks delivering the waste that had been collected from the community to the Marelan Falls Final Disposal Site (TPA) and each carrying a different volume of waste every day.

Table 1. List of landfills

Month	Typper			Containers		
	Amount			Amount		
	units	Ritation	tons	units	Ritation	tons
JANUARY	4,978	5,264	29,126.56	330	1,059	6917.63
FEBRUARY	4,682	5,048	25,941.27	325	1,059	5856.09
MARCH	5.127	5,507	30116,21	379	225 ^{.1.}	7,687.38
APRIL	4,926	5,279	30,001.32	368	244 ^{.1.}	9970.60
MAY	5.189	5,523	29,762.31	398	268 ^{.1.}	8,498.18
JUNE	4,847	5.153	29,170.78	373	192 ^{11.}	7,983.62
JULY	5.162	5,493	30,600.46	395	245 ^{11.}	8381.03
AUGUST	5.208	5,547	30,923.68	398	268 ^{11.}	8,466.77
SEPTEMBER	5007	5.307	29,494.08	382	1,212	8174.95
OCTOBER	5.178	5,469	30,460.19	395	1,265	8516.30
NOVEMBER	5,060	5,383	29,937.29	386	1,244	8317.06
DECEMBER	5.164	5,450	30,356.99	395	1.215	8180.13
AMOUNT	60,528	64,423	355,891.14	4,524	14,496	96949.74
AVERAGE PER DAY	166	177	975.04	12	40	265,62
AVERAGE PER MONTH	5,044	5,369	29,657.59	377	1.208	8079.14

Source: TPA Sarimukti TPA Bandung Waste Volume Recapitulation Report, 2021.

Based on the table above, there are 2 garbage trucks that carry waste to landfills every day. The average volume of waste generated in Bandung City per day is 1,643.23 tons of waste.

The accumulation of waste in the city of Bandung is due to the fact that the current waste management is not in accordance with environmentally sound waste management methods, where most of the waste management in the city of Bandung still uses open dumping-based management methods. (Egsaugm, 2021).

The open dumping waste management system is a system used to manage waste by dumping waste openly on the surface of the landfill without planning and without paying attention to public health and the surrounding environment. The open dumping method is a waste management method that is not friendly to the environment because it has the potential to cause groundwater pollution and air pollution. According to Purwanta (2009), TPA has the potential to contribute to Green House Gas (GHG) emissions with the dominating gases being CH₄ (Methane), CO₂ and N₂O. These substances are the cause of increasing the earth's temperature or known as global warming.

The Director General of Garbage, Waste and Hazardous Toxic Material Management (PSLB3) of the Ministry of Environment and Forestry (KLHK), Rosa Vivien Retnawati, stated that an open dumping-based waste management system should no longer be used since 2013 due to the existence of the Constitution.) 1945 No. 18 of 2008 concerning waste management article 44 paragraph (2), namely the local government must make a TPA closure plan that using

an open exhaust system no later than 5 (five) years from the enactment of the law.

However, currently the Bandung City Environment and Sanitation Service is still implementing open dumping waste management in an effort to manage waste and has been doing this since 1993 at TPA TPA Sarimukti Bandung.

This is because the Department of Environment and Sanitation of the City of Bandung does not have sufficient financial resources to carry out waste management with other methods. When compared to other waste management methods such as the sanitary landfill-based method, which is a means of reducing waste to the environment that is prepared and operated systematically with the process of spreading and compacting the waste in the landfill area and covering the waste as well as closing the waste cells with soil cover which is carried out every day. Therefore, it is necessary to stockpile land and heavy equipment which must be available in large quantities in order to cover waste every day, so that the application of this method is considered to require the provision of facilities and infrastructure that are too expensive.

Another problem that is owned by the Department of Environment and Sanitation of the City of Bandung in waste management is that there is no network development carried out in an effort to manage waste in the City of Bandung. Head of the General Section for Waste Management at the Bandung City Environment and Sanitation Service, Mr. Zainal, stated that currently the Bandung City Environment and Sanitation Service has not developed a network with other units in waste management in Bandung City.

Thus, the Department of Environment and Sanitation of the City of Bandung does not yet have good planning and program development where the waste management that is carried out still applies waste management using the open dumping method. This method was applied because the Department of Environment and Sanitation of the City of Bandung has the main problem with an insufficient financial budget and has not been able to create a network development that is more open to the outside world in an effort to create cooperation with other units to manage waste in the City of Bandung.

2. LITERATURE REVIEW

In obtaining the results and discussion, there are several theories or studies used to examine and analyze the capacity of the Bandung City Environment and Sanitation Service in waste management in Bandung City which is also a working hypothesis to answer existing problems, namely the capacity model of Hall et al.

2.1. Definition of Organizational Capacity

Capacity comes from the Dutch language, namely *cappacitiet* which means capacity, absorption, available space or facilities and maximum capabilities. According to Morgan (quoted in Soeprapto, 2010: 10) states capacity, namely abilities, skills, understanding, attitudes, values, relationships, behaviors, motivations, resources, and conditions that allow each individual, organization, network/sector, and the wider system to carry out their functions and achieve the development objectives that have been set from time to time.

Organizational capacity is an ability possessed by an organization to be able to carry out something with the intention from time to time in an effective, efficient and sustainable manner, so as to achieve a goal set by the organization. Organizational capacity in this study is measured through the five dimensions proposed by Hall et al. (2003: 5-6) namely human resource capacity, financial capacity, relationship and network capacity, infrastructure and process capacity, and planning and development capacity.

2.2. Definition of Public Organization

The definition of organization put forward by Arif (1995) (cited in Ngusmanto, 2017: 22) is as a system whose process consists of parts that relate to one another to form a single whole.

Public organization is a development of organizational theory, the definition of public organization according to Mahmudi (2010), is an institution that carries out all service activities as an effort to fulfill public needs and implement statutory provisions.

2.3. Definition of Waste Management

Waste management can be interpreted as a systematic and continuous activity carried out including the reduction and handling of waste. According to Aboejoewono (1985) (cited in Alfiandra, 2009) states that waste management is carried out through 3 stages of activity: collection, transportation, and final disposal. Waste management aims to improve public health and environmental quality and turn waste into a resource.

3. RESEARCH METHODS

This research uses a qualitative type of research using a descriptive approach. According to Afrizal (2017: 13) qualitative research is defined as a social science research method that collects and analyzes data in the form of words (oral or written) and human actions and researchers do not attempt to calculate or quantify the qualitative data that has been obtained.

To obtain clear information about the issues being discussed, in this study, researchers used a purposive sampling technique, namely the selection of research informants was fully determined by the researcher. Data collection was carried out by observation, interviews and documentation using data analysis which included reduction, data display, as well as verification and drawing conclusions (Ibrahim, 2018). The technique used to check the validity of the data is a triangulation technique which is divided into three, namely source triangulation, technique/method triangulation, and theoretical triangulation (Moleong, 2006 (cited in Ibrahim, 2018: 124-125).

4. RESULTS AND DISCUSSION

Hall et al. describes a capacity model that can be used to determine factors that contribute to the realization and non-realization of capabilities possessed by non-profit organizations. Hall et al. has 5 variables that can be used as guidelines to determine the complete capacity of public organizations and can answer research problems in the field, namely human resources, finance, relations and networks, infrastructure and processes, as well as planning and development.

4.1. Human Resources Capacity

Hall et al. (2003: 5) states that human resources are the greatest force that must exist in an organization because all systems and operations carried out within the organization will depend on the commitment and dedication of the people in the organization.

Hall et al. (2003: 5) stated that the capacity of human resources in an organization can be seen based on how the ability possessed by an organization to use human resources based on the skills and qualifications possessed by these human resources. Employee skills and qualifications can be seen based on the quality of education and knowledge possessed by human resources in the organization.

It is known that the Waste Management Division of the Bandung City Environment and Sanitation Service currently has 20 employees with an average Bachelor's degree, 2 employees

with Diploma education, and 10 employees with SMA education (High School). Based on educational background, the Waste Management Sector of the Bandung City Environment and Sanitation Service is considered to have qualified employees in the management field where this can be seen based on the education of the average employee having an educational background Bachelor of Economics and Bachelor of Social.

Furthermore, it is deemed necessary to improve the skills and qualifications of employees, especially in the field of waste management, so that employees and casual employees can better understand the duties, principals and functions needed in an effort to carry out waste management. Hall et al. (2003) stated that employee skills can be improved through the provision of education and training (DIKLAT) to all employees in the organization.

It is known that currently the Bandung City Environment and Sanitation Service has not conducted education and training activities since 2020 - 2021 because this program has been streamlined from the budget or temporarily removed because it is not justified to carry out activities that gather large numbers of people during the Covid-19 pandemic.

The Bandung City Environmental and Sanitation Department of Waste Management already has a sufficient number of human resources (HR) and have an educational background in management, namely a Bachelor of Economics and a Bachelor of Social Sciences.

However, currently the Bandung City Environment and Sanitation Service has yet to create an education and training program for employees, especially in the Waste Management Sector to improve the skills and qualifications of employees and PHL in managing waste in the City of Bandung.

So it can be concluded that the Department of Environment and Sanitation of the City of Bandung does not yet have the capacity of human resources in managing waste in the City of Bandung because there are no education and training programs provided to employees or PHL, especially in the Waste Management Sector.

In fact, it is important to continue to carry out education and training for employees and PHL, especially for employees who do not have an appropriate educational background in terms of waste management so that they can improve their competence and qualifications in carrying out waste management properly and correctly.

4.2. Financial Capacity

Hall et al. (2003: 23) states that financial capacity in an organization is related to how an organization's ability to use, manage, and develop its own financial budget. Organizations need to develop their financial budget in order to be able to create a new project within the limitations of the program owned by the organization due to lack of budget funds.

It is known that the Bandung City Environment and Sanitation Service currently receives a total budget of Rp. 101.968.222.144 to carry out a waste management program which is divided into several program activities, namely handling waste by sorting, collecting, transporting, processing and final processing as well as programs to increase community participation in waste management in the city of Bandung.

The waste handling program that has been carried out by the Bandung City Environment and Sanitation Service includes sorting, collecting, transporting and processing waste, namely by sorting, collecting and transporting waste from the community on February 14 2021 and then taking it to the TPA TPA Sarimukti Bandung for further processing into compost.

Most of the financial budget is spent on providing salaries and incentives to 295 employees with ASN status who receive wages based on a predetermined salary for each employee class with an average salary of Rp.4,500,000 for ASN Class III and an average of

Rp. Rp. 5,500,000 for ASN Group IV, as well as 3,651 casual daily employees with an average salary of Rp. 2,500,000.

Freelance daily workers such as bestari (male street sweeper), melati (female street sweeper), garbage truck driver and garbage truck driver are given a salary according to the monthly attendance list and the work done.

Furthermore, the budget that has been spent by the Department of Environment and Sanitation of the City of Bandung for other waste management programs is in the activity program to increase community participation in waste management, namely conducting outreach and training to waste banks in the City of Bandung in the waste management process. This socialization was carried out to provide knowledge to community groups who are members of the waste bank to be able to manage waste by utilizing maggot caterpillars.

Currently, the Bandung City Environment and Sanitation Service can only use and spend its budget to carry out an activity program that has been prepared in 2021. The Bandung City Environment and Sanitation Service is deemed necessary to develop its financial budget in order to be able to create a new activity program and a better program in the effort to manage waste in the city of Bandung.

Thus, it can be concluded that the Bandung City Environment and Sanitation Service currently does not have capacity in terms of financial capacity because the Bandung City Environment and Sanitation Service has not been able to develop its financial budget.

Relationship and Network Capacity

Hall et al. (2003: 5) states the capacity of relationships and networks in organizations related to how the ability of an organization to create a working relationship with other units such as partners, government, public and private.

The Bandung City Environment and Sanitation Service is currently running a network development program with fellow government agencies, namely with all sub-districts in Bandung City. The working relationship with the sub-district is carried out due to the delegation of some of the authority in implementing waste management in their respective regions as has been recorded in the regulation of the Mayor of Bandung Number 18 of 2021 concerning Delegation of Part of the Authority for Waste Management to Sub-District Heads in the Bandung City Government Environment.

Based on the Mayor of Bandung Regulation No. 18 of 2021, it is known that there is a division of labor carried out by the sub-district and the Bandung City Environment and Sanitation Service, the sub-district will coordinate their respective regions to manage waste, starting with transporting waste from the community and ending with transportation to the final processing site and the Environmental Service and Cleanliness of the City of Bandung will carry out maintenance and maintenance of the final processing site as well as compiling the grand design and formulation of policies related to solid waste.

The Department of Environment and Sanitation of the City of Bandung serves as a facilitator and evaluator of the authority that has been delegated to the districts and the Districts will be fostered and evaluated by the Office of Environment and Sanitation of the City of Bandung in carrying out waste management in their respective areas.

Collaboration in involving the private sector for waste management by the Bandung City Environment and Sanitation Service is currently limited to trials. The Department of Environment and Sanitation of the City of Bandung has developed a working network with Apimer Biotek to manage waste. This cooperation plan only requires an agreement between the two parties to issue a cooperation contract agreement letter which causes the development of this network to be still in a pilot phase.

The trial of this collaboration was carried out by turning waste into compost, where the process, which was carried out for the first time, was to sort out which waste could be turned into compost. Then proceed with providing liquid that has been prepared to remove

methane gas in the waste. Next, the sprayed waste will be covered with a 7-8 meter long plastic tarpaulin and left for 7-8 days. After that, sieving is carried out to turn the waste into compost.

The Bandung City Environment and Sanitation Service currently does not yet have capacity in the relationship and network dimensions because there is no network development with other units, especially the private sector. Cooperation is only carried out with fellow government agencies, namely with sub-districts only because it is based on Mayor Regulation No. 18 of 2021. Collaboration with the private sector is still limited to trials to turn waste into compost with Apimer Biotek.

This is certainly not enough to help the Bandung City Environment and Sanitation Service in managing waste because the amount of waste that can be converted into compost is still on a small scale. Thus, a large-scale working relationship is needed with other units such as other private parties in order to be able to assist the Bandung City Environment and Sanitation Service in managing waste effectively and efficiently.

4.3. Infrastructure and Process Capacity

Hall et al. (2003: 5) states that the capacity of infrastructure and processes within an organization is related to how an organization's ability to implement and rely on the existing infrastructure in the organization related to the internal structure or daily operations.

It is known that the Bandung City Environment and Sanitation Service currently has a large number of facilities and infrastructure in conducting waste management by having a total

1,258 units of vehicles to transport garbage in the city of Bandung.

The Bandung City Environment and Sanitation Service has used and relied on its assets, one of which is a garbage truck that is used to transport garbage from the community to the Sarimukti TPA Bandung by making round-trip trips an average of 5 times per day and can transport an average of - an average of 1,643.23 tons of waste per day.

The Department of Environment and Sanitation of the City of Bandung also has a good system for maintaining and caring for all equipment owned to carry out waste management by having a separate section, namely the maintenance section to manage all maintenance processes for facilities and infrastructure in the Department of Environment and Sanitation of the City of Bandung.

Therefore, it can be concluded that the Bandung City Environment and Sanitation Service has capacity in the field of infrastructure and processes because the Bandung City Environment and Sanitation Service can use and rely on vehicles to transport waste from the community to TPA Sarimukti Bandung and has its own maintenance hangar used for maintenance and repair of assets owned.

4.4. Planning and Development Capacity

Hall et al. (2003: 6) states that planning and development capacity relates to how the ability of an organization to create and develop an organizational strategic plan by preparing design and program plans and issued policies. Hall et al. (2003: 12) mentions innovation and experience as part of the main contributors that must be possessed by organizations to face new and sustainable challenges and opportunities.

The Bandung City Environment and Sanitation Service has plans in preparing programs that will be carried out in the next 5 years starting from 2021. The Bandung City Environment and Sanitation Service Strategic Plan for 2021-2026 is divided into two programs, namely the regional waste management and system development program and waste management program.

The regional waste management and system development program places more

emphasis on structuring waste management facilities and infrastructure, while the solid waste management program is related to waste management carried out in the field.

The regional waste management and system development program is divided into several activities, namely construction, rehabilitation, and improvement of TPA, TPST, SPA, TPS3R, and TPS where the activities are to create waste management facilities in the city of Bandung if needed to collect waste from the community. Furthermore, if damage is found in these places, rehabilitation or repairs will be carried out and improvements will be made, such as wanting to repair roads at the TPA so that trucks are not hampered from entering the TPA.

It is known that the condition of the road at the entrance to the landfill has been raised approximately 30 cm from the public road where the construction of the road at the entrance to the TPA Sarimukti Bandung TPA is carried out so that garbage trucks that come carrying garbage are not hampered when they want to send the waste that has been transported from the community to the landfill. TPA Sarimukti Bandung.

Furthermore, the waste management program is divided into several activities, namely handling waste by sorting, collecting, processing and final processing of waste which begins with transporting waste from the community environment. Next is coordination and synchronization of the provision of waste management infrastructure and facilities such as what kind of facilities the community needs for good waste management. The next activity is the provision of facilities and infrastructure at the TPA such as a waste counter and composter machine.

The Department of Environment and Sanitation of the City of Bandung has provided facilities and infrastructure in terms of waste management in the City of Bandung in the form of general trash cans and trash cans with 3 sections namely organic, inorganic and bottle waste. There are trash cans provided at the Jalan Bilal intersection, trash cans provided at the Trans Metro Deli bus stop on Jalan Stasiun and provision of trash cans with 3 sections namely organic waste, inorganic waste and bottled waste in the Bandung Merdeka Square area, Jalan Imam Bonjol area, the Sudirman Street area, and the Prince Diponegoro Street area, Bandung City.

The Department of Environment and Sanitation of the City of Bandung is currently referring to the strategic plan of the Office of Sanitation and Landscaping for the City of Bandung for the period 2021 – 2026. The Office of Environment and Sanitation of the City of Bandung will carry out a planning program in 5 years with two program focus on implementing activities, namely regional waste system development and management and waste management program.

The planning and development carried out by the Bandung City Environment and Sanitation Service is currently still limited to carrying out programs that are almost the same as the previous programs, namely only transporting waste from the community to TPA Sarimukti Bandung TPA. Thus, there has been no visible innovation and development carried out by the Bandung City Environment and Sanitation Service in an effort to manage waste in the City of Bandung.

The Bandung City Environment and Sanitation Service is considered to not have capacity in planning and development because it does not yet have a new policy or program of activities in the development plans that have been prepared for the 2021-2026 period. experience in previous activity programs in creating program plans and designs that will be implemented within five years to face new challenges and opportunities in the waste sector.

5. CONCLUSIONS AND RECOMMENDATIONS

The capacity of the Bandung City Environment and Sanitation Service in Waste Management in Bandung City aims to describe the capacity or ability possessed by public

organizations in waste management. The Department of Environment and Sanitation of the City of Bandung has an important role in implementing the waste management program in the City of Bandung.

Based on the variables of the capacity model, Hall et al. (2003: 5-6), it can be concluded that the Bandung City Environment and Sanitation Service does not yet have the capacity in waste management in the City of Bandung because there are several categories in the capacity variable according to Hall et al. What has not been fulfilled is the capacity of human resources at the Bandung City Environment and Sanitation Service due to the absence of providing education and training to employees in the field of waste management.

Furthermore, the relationship and network capacity of the City of Medan Environment and Sanitation Office currently also needs to be improved because currently the Bandung City Environment and Sanitation Service only establishes working relationships with all sub-districts in Bandung City and only establishes trials of cooperation with the private sector in managing waste into compost.

The planning and development capacity of the Bandung City Environment and Sanitation Service also needs to be improved because they do not have innovation in determining the program of activities to be implemented in waste management in the City of Bandung. The program of activities carried out in the 2021 – 2026 period only refers to several program activities that have been carried out in the previous period.

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